



# Introduction



## TMR's Organisational Structure

### Regions and Districts

Transport and Main Roads has recently implemented a revised regional operating model that has a strong focus on local delivery and operations. The new structure consists of six regions and 12 districts, and will enable the department to plan strategically while engaging locally within the communities. This QTRIP outlines a program of works based on districts who are primarily responsible for delivery.

### RoadTek

RoadTek is the department's commercial business arm, and is a major provider of transport infrastructure solutions throughout Queensland. RoadTek is instrumental in the delivery and maintenance of transport infrastructure throughout regional and remote Queensland, where their local presence adds value to the way products and services are delivered.

### Transport Network Reconstruction Program (TNRP)

The Transport Network Reconstruction Program (TNRP) was established in 2011 to deliver an extensive reconstruction program across Queensland as a result of damage caused by natural disasters over the last few years. TNRP works are delivered by TMR districts, in conjunction with the private sector.

The statewide program of work is coordinated centrally by a program office to deliver works under the Natural Disaster Relief and Recovery Arrangements (NDRRA), a joint federal and state initiative.

## Queensland Rail

Queensland Rail is a statutory authority that is responsible for building, maintaining and managing Queensland's passenger and freight rail network to a safe, reliable and fit-for-purpose standard.

The Rail Transport Service Contracts between Transport and Main Roads and Queensland Rail govern the funding arrangements for new rail infrastructure, maintenance of the existing rail network and the provision of both suburban and long distance passenger rail services.

### Background of QTRIP

Transport and Main Roads plans, manages and oversees the delivery of a safe, efficient and integrated transport system. QTRIP outlines the department's planned investments in transport infrastructure over the next four years for roads, bridges, railways, marine infrastructure and public transport solutions.

### Benefits and purpose

QTRIP enables the department to:

- ensure smooth project delivery by informing workforce planning across all industry sectors
- provide transparency about planned investment in transport infrastructure across Queensland
- coordinate infrastructure and services across various transport modes

- integrate transport and land use planning so developments have appropriate access and land use supports sustainable transport options
- comply with legislative requirements
- demonstrate support provided to local government and Indigenous communities for local road upgrades.

### Content

The QTRIP identifies firm funding commitments for the first two years for Queensland Government funded projects, and for the first year for projects funded by the Australian Government. It identifies indicative funding for the remaining years of the four year program.

QTRIP's program of work is developed in accordance with funding allocations identified by the Australian and Queensland Governments in their annual budgets and both governments' policy objectives. QTRIP excludes works undertaken by Queensland Port Authorities.

## Strategic intent

Transport and Main Roads' vision for transport is 'Connecting Queensland – delivering transport for prosperity' and is currently supported by three goals. Each goal is driven by a clear and measurable set of objectives for the planning, management and delivery of Queensland's transport system. These include:

- **An efficient and reliable transport system:** People and freight can move easily; travel times are predictable; and the right project is delivered at the right time for the right price.
- **An integrated transport system:** The different parts of the system work well together; travel and transport are affordable and accessible; transport and land use planning are coordinated at the state, regional and local levels; and effective partnerships underpin the system.
- **A safe and secure transport system:** People feel safe and secure; goods can move safely and securely; and regulations effectively manage the system and red tape is reduced.

In light of the Queensland Plan, these goals and objectives are currently being reviewed to ensure the transport system continues to support growth in Queensland and meets the needs of all transport users in the long-term.

Principles have also been developed and adopted to provide direction for making investment choices and operational budget allocations to best meet the objectives of the department and the Queensland Government. Progress against these strategic objectives is reported through the Department of Transport and Main Roads' Annual Report and Service Delivery Statements.

The department's business objectives and related strategies are stated in the *Transport and Main Roads Strategic Plan 2014-2018*. It states the agency's vision, mission, goals and values, and outlines the strategic direction for the next four years. The department is well structured to deliver the strategic plan's business objectives which are closely aligned with the service areas in its Service Delivery Statements. The strategic plan guides the development of annual branch business plans and is updated each year to ensure that it keeps pace with emerging issues in an ever changing operating environment.

## Legislative requirements

Under the *Transport Infrastructure Act 1994*, QTRIP is required to be produced annually by the Director-General and be made available to the public. QTRIP is produced in accordance with financial and transport planning and coordination requirements, and in association with other plans, programs and modal strategies, including integrated land use and infrastructure planning.

## Stakeholder engagement

Queensland's transport and road system connects people, business and industry, markets and employment. Connecting with stakeholders through QTRIP is an essential part of the department's business to achieve the best transport and road outcomes for Queensland.

Transport and Main Roads' stakeholder engagement includes one-on-one engagement, community engagement, industry briefings, and alliances and partnerships with external organisations.

Key stakeholders include the Australian Government, other state government departments, local government, peak industry and government bodies. Other partners and suppliers include the private sector industry, contracting and engineering peak bodies, universities, Indigenous groups and environmental groups and agencies.

These vital stakeholders provide critical analysis, input and advice that help the department refine its policies, programs, investment decisions and services. The department asks key stakeholders to rate its performance against the elements of trust, commitment, recognition and inclusiveness. The department uses this information to continue to improve stakeholder interactions.

## Working with communities

Transport and Main Roads' decentralised operations have provided a strong local presence in Queensland communities for many years built on long-term engagement with the community for infrastructure projects. An overarching engagement policy, accompanied by standards and guidelines, staff training and support is in place.

## Working with local government

The Roads and Transport Alliance is a cooperative governance arrangement between the department, the Local Government Association of Queensland (LGAQ) and local governments to invest in and regionally manage the Queensland transport network.

Regional Road and Transport Groups (RRTGs) are the primary decision making bodies of the Roads and Transport Alliance. Each RRTG is comprised of local governments that wish to jointly participate in the Roads and Transport Alliance and a representative from the local Transport and Main Roads' district.

RRTGs receive an annual allocation from the Roads and Transport Alliance Board through the Transport Infrastructure Development Scheme (TIDS) to fund projects in a regionally prioritised two-year fixed, two-year indicative continuous works program, which is developed consistently with the department's QTRIP development cycle. TIDS funds are allocated on a regional basis to the highest regionally prioritised projects, regardless of transport network ownership.

Projects must be prioritised using the Roads and Transport Alliance Program Development Tool (or an equivalent endorsed by the Roads and Transport Alliance Board) based on the assessment criteria and weightings agreed to by the RRTG.

The Roads and Transport Alliance has led to increased collaboration, capability building and engagement in the regions. Collaboration based on transport priorities for community outcomes, rather than asset ownership, will continue as the key driver of the Roads and Transport Alliance.

## Working with national stakeholders

Transport and Main Roads represents Queensland's interests nationally on peak Australian transport and road bodies such as the Transport and Infrastructure Council, Transport and Infrastructure Senior Officials Committee (TISOC), Austroads, Roads Australia and Australian Roads Research Board (ARRB) Ltd. The department is recognised nationally and internationally for its contribution to the roads agenda and for its willingness to learn from others.

## Opportunities and challenges

### Population growth and economic development

Queensland's estimated residential population of 4.6 million is expected to grow to more than 6.6 million by 2031. This presents significant challenges for the department to manage the impact of this growth, harness opportunities and mitigate associated risks. Over the past decade, Queensland has seen significant gains in infrastructure and public transport catering for population growth.

In addition to traditional demand management initiatives to address congestion, new technologies will play a significant role in managing transport demand and increasing the efficiency of current assets. There is an opportunity for the department to embrace new technologies as a cost-effective means to improve transport efficiency, safety and meet customer expectations.

Improvements in traffic control systems and advancements in data collection from infrastructure assets will enhance performance and help minimise whole-of-life costs of the transport network. These technological improvements will enhance the sophistication and accessibility of transport information available to the public. They will also allow transport system users to make more informed travel choices, whether they are travelling by car, public transport or other forms of transport.

While new technology provides significant opportunities for a growing and increasingly diverse population, the challenge will be to ensure that all transport users are able to enjoy the benefits and travel to their destination safely and efficiently.

### Safety

The Queensland Government's *Queensland Road Safety Action Plan 2013-2015* is focussed on providing improvements to areas of the road network that have the greatest potential to reduce the number of casualties. The Action Plan includes five road safety priority areas – road and roadside infrastructure, educating road users to make safe on-road decisions, encouraging people to purchase safe vehicles, maintaining a strong speed management program and building better road safety community partnerships.

The Action Plan also includes improvements associated with the targeted road safety infrastructure program, the Queensland Government's Safer Roads Sooner Program (SRS). This program fast tracks safety improvements at known and potential crash sites, and provides cost effective, high-benefit treatments such as installing safety barriers, wide centre lines, audio tactile markings and the removal of roadside hazards. This QTRIP identifies various priority projects under the SRS program across the state.

### Freight needs

The movement of freight is a critical activity driven by industry and consumer needs, and is fundamental in supporting economic growth. Queensland's freight task is expected to double over the next 20 years, driven by population growth and economic activity. This is likely to place increasing pressure on the transport system, particularly key inter-regional and urban links which support agricultural, mining and major industrial areas, seaports, airports, commercial business parks and major retail centres. Enhancing freight movement is critical to Queensland's global competitiveness and economic performance.

Queensland's wide variety of industries presents varying transport movement demands, including containerised freight, bulk freight, very large loads and over-sized loads. The challenge is to continue to deliver an integrated transport system that supports broad community and industry freight needs which are safe, efficient, reliable, and environmentally sustainable.

## Finance and funding

Funding to build, maintain and operate the transport system in Queensland comes primarily from the Australian and Queensland Governments. The state-funded component includes revenue from motor vehicle registration and proceeds from infringements (such as camera detected offences), as well as other sources. Some projects are partly funded by local government and developer contributions. Other projects are jointly funded by the Australian and Queensland Governments such as the NDRRA initiative.

Funding provided by the Australian Government demonstrates collaboration and presents major opportunities in delivering Queensland's infrastructure into the future. Finding new ways to plan, fund, build and operate new and existing transport infrastructure and services by working with partners and stakeholders in government, community and industry is critical to ensuring the future economic sustainability of the state.

## Rural, remote and Indigenous communities

The Queensland Government continues to explore funding options for transport infrastructure improvements within rural, remote and Indigenous communities. A number of initiatives build upon previous years' work to further improve the surface of roads, improve flood immunity to reduce disruption in the wet season, and maintain or upgrade maritime infrastructure. QTRIP serves local communities through the creation of employment and training opportunities for local residents which are built into project delivery, wherever possible.

## Environment and sustainability

Queensland's environment is under increasing pressure as a result of the state's growing population and associated industrial and residential development. The department is committed to being an environmentally, socially and economically sustainable organisation that plans, delivers and manages a transport system that connects Queensland now and in the future.

Transport and Main Roads' commitment to environmental sustainability continues to be addressed by several programs. The department is improving the condition of the road reserve by investing in nature conservation, fire risk management, road landscaping, road traffic noise barriers and heritage management.